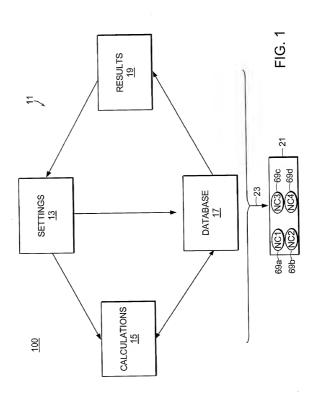
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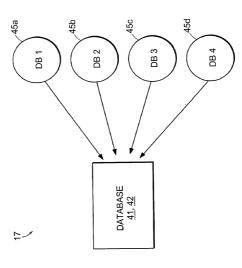


FIG. 2

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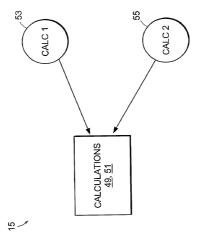
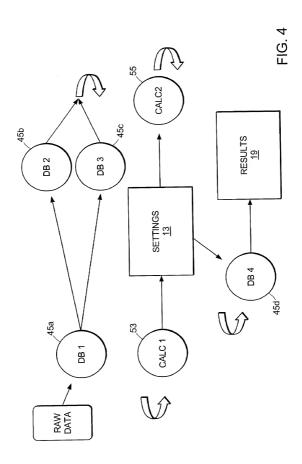


FIG. 3

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							正
Threshold	Туре	Percentile Percentile Percentile	Percentile Percentile Percentile	Percentile Percentile Percentile	Percentile Fixed Percentile Percentile	Percentile N/A N/A	Percentile Fixed N/A
3. Trans.	Interval	High Low Deci.	High Low Medium Medium	Low Decl. Low	N/A N/A N/A	High NA A	High Incr. N/A
2. Adj.	Interval	Medium Medium Incr.	Medium Medium High High	High Incr. Medium	ĦĦĦĦ ĠĠĠĠĠ	Low N/A N/A	Medium Zero N/A
1. Reenerg.	Interval	Low High Zero	Low Low Low	Medium Zero High	Low High Low Low	Low N/A N/A	Low Decl. N/A
ABS DIFF 12.7735% 27	CORREL 0.6388	<del>-</del>	B. Funding Strategy / Risk 1. Company Beta 2. Deb/Equity Ratio 3. Crediworthiness 4. Cash Flow/Revenue Ratio		II. Actual A. Business Structure 1. Business Mix 2. Business Age 3. Number of Divisions 4. Number of SIC Industries	B. Business Strategy 1. R&D Investment 2. Acquisition Strategy 3. Strategic Intent	List of Arguments For This Table
	27 1. Reenerg. 2. Adj. 3. Trans.	27 1. Reenerg. 2. Adj. 3. Trans. Interval Interval Interval	27 1. Reenerg. 2. Adj. 3. Trans. T Interval Inte	27 1. Reenerg. 2. Adj. 3. Trans. T ans. Interval	27 1. Reenerg. 2. Adj. 3. Trans. T americal Interval Inte	27 1. Reenerg. 2. Adj. 3. Trans. TTI Parameters	27 1. Reenerg. 2. Adj. 3. Trans. TT ans. Interval Interva

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4 3		Interval	a	Interval	Interval	Туре		
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72				27	თ <del>ა</del>			
4	2. Debt/Equity Ratio	w ←		N 60	- 7	- ~-		
15	o 4;	ie Ratio 1		ဇ	2	~		6/2
17	C. Market 1 Relative Market Share			က	~	τ.		24
19	. 67 %	Share 2		r 7		<del></del>		
20								
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22	A. Business Structure 1 Business Mix	_		က	6	~		
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8	1. R&D Investment 2. Acquisition Strategy		- ი	- თ	ာတေ	- ത		
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33							FIG. 5B	5B
8								

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I	or Threshold	~~~	order.
ტ	Arguements for Threshold	Fixed N/A Percentile	e in ascending o
ц	ts for Actual	←ოო <b>←</b> თ	12 If any of these arguements change, each list has to be sorted alphabetically by name in ascending order. 13   14
ш	Arguement	Ded. High Low N/A	sorted alpha
۵	Arguements for Prediction Arguements for Actual	- ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~ ~	th list has to be
0	Arguement	Decl. High Incr. Low Medium Zero	ts change, eac
B	guements	← <b>4</b> んのの	iese arguemen
۵	General Arguements	70 Middle Top	12 If any of th
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FIG. 50

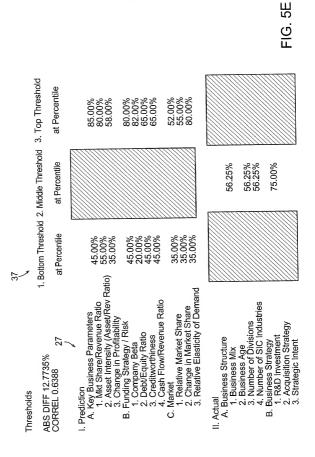
SAMPLE FROM SETTINGS

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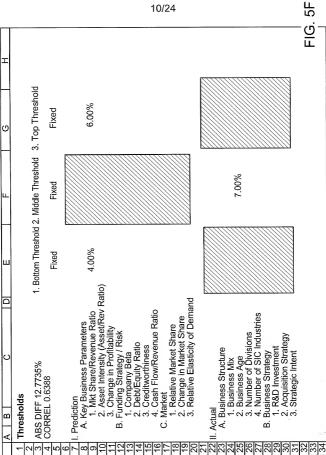
							FIG. 5
	3.Trans.	Score	100.00 25.00 100.00	100.00 125.00 25.00 25.00	200.00 150.00 0.00	100.00	100.00 112.50 150.00
29	2. Adj	Score	100.00 25.00 100.00	100.00 125.00 25.00 25.00	200.00 150.00 0.00	75.00 0.00 25.00 25.00	0.00 75.00 150.00
	1. Reenerg	Score	100.00 25.00 100.00	100.00 125.00 25.00 25.00	200.00 150.00 0.00	0.00 0.00 25.00 25.00	0.00 112.50 75.00
32		Ñ,	liction (ey Business Parameters 1. Mit Share/Revenue Ratio 2. Asset Intensity (Asset/Rev Ratio) 3. Change in Profitability	-unding Strategy / Risk 1. Company Beta 2. Debt/Equity Ratio 3. Creditworthiness 4. Cash Flow/Revenue Ratio	Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand	Business Structure 1. Business Mix 2. Business Age 3. Number of Divisions 4. Number of SIC Industries	ategy stment n Strategy ntent
Scoring	ABS DIFF 12.7735%	Correl 0.6388	Prediction     A. Key Business Parameters     Mit Share/Revenue Ra     Z. Asset Intensity (Asset/R     Change in Profitability     Change in Profitability	B. Funding Strategy / Risk 1. Company Beta 2. Debt/Equity Ratio 3. Creditworthiness 4. Cash Flow/Revenue	C. Market 1. Relative Market Share 2. Change in Market Sha 3. Relative Elasticity of D		B. Business Strategy 1. R&D Investment 2. Acquisition Strategy 3. Strategic Intent

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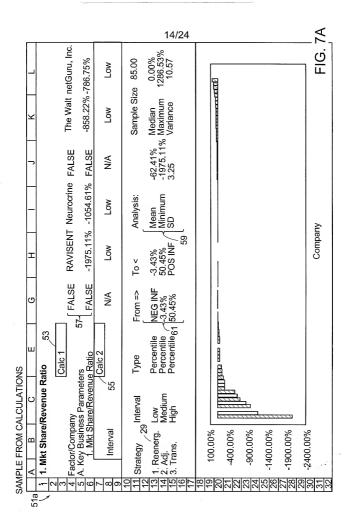


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A   B   C Factors & Strategies	A. Key Business Parameters A. Key Business Parameters 1. MK Stare/Revenue Ratio 2. Asset Intensity (Asset/Rev Rat 3. Change in Profitability B. Funding Strategy/ Risk 1. Company Beta 2. Debt/Equity Ratio 3. Creditworthiness 4. Cash Flow/Revenue Ratio C. Market 1. Relative Market Share 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand Actual A. Business Structure 3. Relative Elasticity of Demand 4. Burnheer of SiC Industries 3. Number of Divisions 4. Number of Divisions 5. Desiriess Structure 3. Relative Elasticity of Demand 4. Burnheer of SiC Industries 3. Relative Elasticity of Demand 4. Number of SiC Industries	1. R&D Investment 2. Acquisition Strategy 3. Strategic Intent
	Prec A. I. A. A.	332100 332100 332100 332100 332100 332100 332100

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## 17   10   10   10   10   10   10   10	Anal	3. Trans.	25 100	125	150	53.33% 400	3. Trans			100 56.25 63	49.38% 219.25
10	21.83%	2. Adj.	58 58	25 25		6.67% 50	2. Adj.	75	25	888	39.41% 175
27   DB2   Value	ABS DIFF	DB 4 1. Reenerg.	100		200	40.00%	1.Reenerg.		52	25	11.20% 50
27   DB2   Value	ne Fastest Growth (5 yrs)	Interval	Low Low Ded.	N/A Low High High	Medium Decl. Medium	7	Interval	Hgh	High Low	High	_
Prediction  27 DB2  Reduction  28 A Key Business Parameters  1. MK Shear(Shevenue Ratio)  2. Asset Intensity (Asset/Revenue Ratio)  3. Change in Profitability  B. Funding Strategy / Risk  1. Company Beta  2. DebtEquity Ratio  3. Change in Market Share  4. Cash Flow/Revenue Ratio  C. Market  1. Relative Market Share  2. Change in Market Share  3. Change in Market Share  3. Change in Market Share  3. Relative Elasticity of Demand  AMT Strategy  A Business Structure  3. Relatives Structure  4. Number of Divisions  5. Number of Divisions  6. Number of Sic Industries  7. Restriction Strategy  1. R&D Investment  2. Acquisition Strategy  3. Strategic Intent  2. Acquisition Strategy  3. Strategic Intent  4. Rational Strategy  3. Strategic Intent  4. Rational Strategy  4. Strategy  4. Strategy  4. Rational Strategy  5. Strategy  6. Strategy  6. Strategy	- 1	Value	-455.14% 0.78 -0.010	0.01 1.50 0.20	0.34 -29.54% 3.00	~ 45c	Value	102.45%	21.00 4.00 2.00	11.01%	
	1 1	- 1	A. Key Business Parameters 1. Mkt Share/Revenue Ratio 2. Asset Intensity (Asset/Rev Ratio) 3. Change in Profitability	Luntung Jarategy / Kisk     Lompany Beta     LobbEquity Ratio     S. Creditworthiness     A. Cash Flow/Revenue Ratio	C. Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand	20 Growth Strategy 21 22 22	$\sqcup$	A. Business Structure 1. Business Mix	Lusiness Age     Mumber of Divisions     Number of SIC Industries	<ul> <li>b. business strategy</li> <li>1. R&amp;D Investment</li> <li>2. Acquisition Strategy</li> <li>3. Strategic Intent</li> </ul>	35 Growth Strategy 37

_				1	3/24	eB B
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z	_	Four sines catio				0.00%
2		Year Busi Number or 1999 R&D	Acq. Strategy:	Strategic Intent:	Assets 596.33 84.88 150.35	
¥		3.00 403.87 30.21 500.53	2.29% 3.25% 3,738.00	2.00 6.00	Share 1999 53.43% 7.507% 7.607% 0.00% 0.00% 9.87% 0.00% 0.00% 0.00%	%00.0
	,	vailable	wenue 16;	Involved	Revenues 9 3083.95 442.91 2245.29 2612.59 2589.66 569.90	
3KBOOK	DB 1	Number of Years Data Available 1999 Net Income (in mil) 1998 Net Income (in mil) 1997 Net Income (in mil)	1996 Net Income (in mil) 1999 Market Share (%) 1998 Market Share (%) 999 Largest Player's Revenue	Number of SIC Industries Involved Elasticity Sum of All Industries Company Beta Hard Company Beta Switch		%00.0
SE" WOF	H	Number of 1999 Net In 1998 Net In 1997 Net In	1996 Net In 1999 Marke 1999 Large	Number of SIC Industr Elasticity Sum of All In Company Beta Hard Company Beta Switch	Assets % 602.39 88.12 168.28	
I "DATABA	4 /	1999 5722.15 5420.37 5608.08	4495.39 4080.52 45.00	3196.46 1160.58 1161.08 952.25 4.14	886 8	%00:0
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SAMPLE WORKSHEET FROM "DATABASE" WORKBOOK	39 40 III. Data	Latest Year Data Available 1999 Revenues (in mil) 1998 Revenues (in mil) 1997 Revenues (in mil)	1996 Kevenues (in mil) 1999 Assets (in mil) 1999 Debt Outstanding (in mil)	1999 Shareholder's Equity (in mil 1999 Liabilities (w/o Debt) 1999 Net Cash from Oper. Activ. 1999 Cash at End of Year (in mil) 1999 Interest Paid	Dushress Mix Geography Reylont Revenues Region 2 208.77 Region 388.88 Region 388.88 Region 4 208.77 Region 6 Business Segment 2347.0 Segment 2808.9 Segment 2808.9 Segment 58908.9 Segment 5808.9 Segment 58908.9 Segment 58908.9 Segment 58908.9 Segment 58908.9 Segment 58908.9 Segment 58908.9	Oction oction
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-	2	Alcoa	Yes Interval	Medium Low Incr.	N/A Medium High Medium	High Zero Medium	Low High High	Low
F			Analyze Value	21.96% 1.05 0.84%	0.49 2.60 0.14	2.23 1.41% 3.00	13.04% 93.00 6.00 6.00	0.78%
		ms Resources 8 Energy, Inc.	Yes Interval	Medium Low Zero	N/A Medium Low Low	Medium Incr. Low	Low High High	Low
-		3 Com Corporation Adams Resources & Energy, Inc.	Analyze Value	20.47% 0.07 -0.07%	0.27 0.03 0.00	0.28 20.96% 2.67	17.15% 53.00 3.00 3.00	%00.0
<u> </u>	-	rporation	Yes Interval	Low Decl.	N/A Low High High	Medium Decl Medium	High High Low Low	High
ц	1	3 Com Co	Analyze Value	-455.14% 0.78 -0.97%	0.01 1.50 0.20	0.34 -29.54% 3.00	102.45% 21.00 4.00 2.00	11.01%
SAMPLE FROM CALCULATIONS  A R R C C C C C C C C C C C C C C C C C	ctors	27		- Pre	<u>m</u> (	C. Market 1. Relative Market Share 2. Change in Market Share 3. Relative Elasticity of Demand	≟	B. Business Strategy 1. R&D Investment
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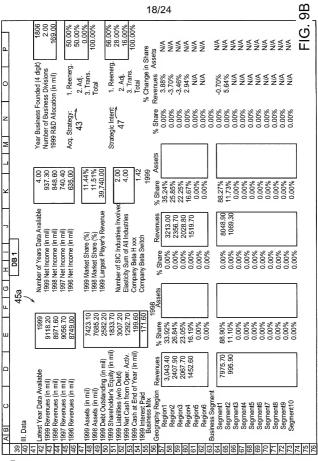
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Strategy Table

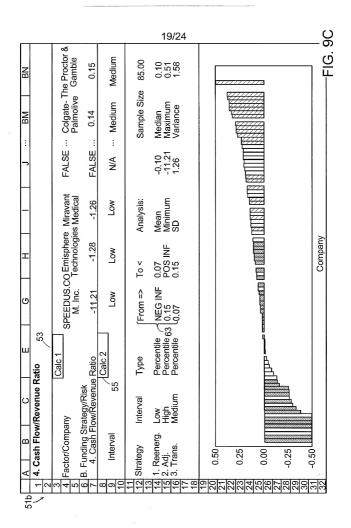
Amsouth Applied Digital Bancorp. Solutions	10 yes	6.67% 50.00% 43.33%	10.49% 72.63% 16.88%	17.6375%
Amsouth Bancorp.	o 6	A A A	ZZZ AAA	N/A
Ameritrade / Holding E	8 yes	10.00% 36.67% 53.33%	21.54% 28.41% 50.05%	7.6962%
American Express Company	7 yes	46.67% 33.33% 20.00%	54.92% 34.68% 10.40%	6.3980%
Allied Waste Amazon.com America Online American , nustries, Inc. Express Company (	6 yes	13.33% 63.33% 23.33%	28.08% 64.42% 7.50%	10.5556%
Amazon.com	5 yes	23.33% 60.00% 16.67%	13.70% 59.84% 26.45%	6.5230%
Allied Waste Industries, Inc.	4 yes	46.67% 33.33% 20.00%	50.89% 49.11% 0.00%	13.3333%
Alcoa	3 yes	20.00% 73.33% 6.67%	36.64% 54.42% 8.94%	12.6095%
Adams n Resources & Energy, Inc.	2 yes	46.67% 50.00% 3.33%	69.59% 30.41% 0.00%	15.2797%
3 Com Corporation		40.00% 6.67% 53.33%	11.20% 39.41% 49.38%	21.8318%
Average		. 24.12% 48.16% 28.73%	. 28.42% 46.12% 25.45%	12.7735% .0.65299 0.57538 0.68798
Company	Analysis	1. Frediction 1. Reenerg 24,12% 2. Adj. 48,16% 3. Trans. 28,73%	1. Reenerg 2. Adj. 3. Trans.	ABS DIFF 12.7735% Correlation 1. Reenerg. 0.65299 2. Adj. 0.57538 3. Trans. 0.68798

Average

AB C D E FGH
26 Fortune Most Admired List — 45b
Value
-37.22% 0.81 0.010
- 45c
Value
5.64% 194.00 2.00 2.00
1.85%







All Factors

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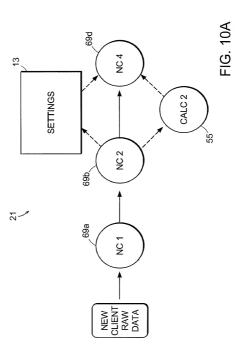
20/24 Compaq Computer Medium Medium Interval High ⊗ High Decl. F를를 > Low Decl. Low Corporation -16.44% 3.00 Analyze Value -69.67% 0.71 -1.70% 2.45% 18.00 4.31% 0.03 1.31 0.03 0.44 2.00 Colgate-Palmolive High Medium N/A Medium Interval Medium Zero 문 등 등 종 Po≪ Incr. Š λO Company -37.22% 0.81 1.01% Analyze Value 5.64% 194.00 1.85% -0.61 2.00 1.41 1.56 0.14 2.00 3 Com Corporation Adams Resources & Medium Medium Medium Energy, Inc. alvze Yes nterval Pow Zero Low Pow ncr. Š ig kind Po≪ FIG. 9D 0.28 20.96% 2.67 Analyze 17.15% 53.00 3.00 3.00 20.47% -0.07% 0.00% Value 0.07 0.27 0.0 Medium Interval Medium Dec Yes 를 를 High Š Decl. β 본 한 한 한 한 한 한 한 한 -455.14% 0.78 -0.97% 102.45% 21.00 0.34 Analyze 11.01% Value 0.01 1.50 0.20 3.00 4.00 Asset Intensity (Asset/Rev Ratio) Change in Market Share
 Relative Elasticity of Demand 2. Debt/Equity Ratio
3. Creditworthiness
4. Cash Flow/Revenue Ratio 1. Mkt Share/Revenue Ratio 2. Business Age 3. Number of Divisions 4. Number of SIC Industries A. Kev Business Parameters 1. Relative Market Share Change in Profitability B. Funding Strategy / Risk A. Business Structure R&D Investment **Business Strategy**  Company Beta Business Mix C. Market Prediction II. Actual œ.

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FIG. 9E

	AC				Colgate-	Company	90	V V	3		%00.09	33.33%	%/9.9	58 89%	31.58%	9.53%		1.9111%					
`	O				Average						24.12%	46.16%	29.73%	28 42%	46.12%	25.45%		12.7735%		0.65299	0.57538	0.68798	0.63878
	A B	Strategy Table	;		Company		Sheet Number	Analyze	: :	i. Prediction	1. Keenerg.	2. Adj. 3. Trans	5	II. Actual	1. Reenerg.	2. Adj.	o. Halls.	ABS DIFF	Correlation	1. Reenerg.	2. Adj.	3. Irans.	Average
		_	7	3		_		စ်	7	∞	တ	9;	- 5	ν (C	4	15	16	/ 2	19	5	22	23	25/24

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	23/24	10B
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69c 3. Trans.	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	3. Trans. 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
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Till in Qualifying Criteria"  Interval	NA NIA NIA NIA NIA NIA NIA NIA Growth Strategy	Interval N/A N/A N/A N/A N/A N/A N/A
F   G   H   7-111 i.	#DIV(0) N/A N/A N/A #DIV(0) N/A N/A N/A N/A	Value N.A. N.A. N.A. N.A. N.A. N.A. N.A. N.A.
Fedicion   Fedicion	A. Key Business Parameters 1. Mkt Straen/Fevenue Ratio 2. Asset Intensity (Asset/Rev Ratio) 3. Change in Profitability B. Funding Strategy/ Risk 1. Company Beta 2. Debt/Equity Ratio 2. Debt/Equity Ratio 4. Cash Flow/Revenue Ratio C. Market C. Market 1. Relative Market Share 2. Change in Market Share 2. Change in Market Share 3. Relative Elasticity of Dernand	NC 3   NC 3   NC 3
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